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Personnel

AIR FORCE RECRUITING SERVICE (AFRS) TRAINING PROGRAM

COMPLIANCE WITH THIS PUBLICATION IS MANDATORY

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This instruction implements AFPD 36-22, *Military Training*, and AFI 36-2201, *Developing, Managing, and Conducting Training*. It establishes requirements for the AFRS Training Program and applies to all levels of command within AFRS. It does not apply to Air National Guard and Air Force Reserve Command units.

HQ AFRS/RSOT must approve all subordinate unit supplements to this instruction prior to publication. See Attachment 1 for a glossary of references and supporting information. Maintain and dispose of records created as a result of prescribed processes in accordance with AFMAN 37-139, *Records Disposition Schedule* (will become AFMAN 33-322, Volume 4).

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Section A—Responsibilities

1. HQ AFRS Training Branch (HQ AFRS/RSOT). HQ AFRS training branch personnel will:

1.1. Develop training and inspection program policy and guidelines for AFRS as follows:

1.1.1. Serve as the AFRS office of primary responsibility (OPR) for the Air Force Recruiting School. Also serve as the liaison and consultant with the Air Force Recruiting School for the Basic Recruiter Course to ensure the curriculum remains current.

1.1.2. Serve as the liaison with DoD, Air Force, and commercial agencies aggressively researching the latest training concepts and tools for employment within AFRS.

1.1.3. Develop recruiting group and squadron self-inspection program (SIP) and staff assistance visit (SAV) guidance according to AETCI 90-201, *AFRS Squadron Inspection Program (SIP) and Staff Assistance Visit (SAV) Program* (will become AFRSI 90-2XX). Develop and coordinate HQ AETC/IGIR (Recruiting Inspector General) inspection checklists. Develop command job qualification standards (CJQS) for all Air Force specialty code (AFSC) 8R000 tasks.

1.1.4. Serve as OPR for AETCI 36-2804, *Air Force Recruiting Service Incentive Awards Program* (will become AFRSI 36-28XX).

1.1.5. Maintain and publish a master schedule of AFRS command-wide workshops and conferences. Schedule, coordinate, and conduct workshops and conferences. (See Attachment 2 for further information.)

1.2. Standardize training and evaluation methods, training aids, and evaluation products for AFRS. Develop command-wide training and evaluation aids. To avoid duplication, coordinate development of training aids with recruiting groups and squadrons.

1.3. Provide the AFRS Commander with an assessment of AFRS training, evaluation, and inspection programs and processes as follows:

1.3.1. Conduct field SAVs as directed or necessary. Conduct field training assistance visits and training oversight as requested or necessary. Conduct command-wide surveys or training assessment reports to determine the health of the training programs. Review training-related requests for relief action packages (AETC Form 1374, **Recruiter Evaluation**).

1.3.2. Compile training status reports for senior leadership as required or directed by higher headquarters.

1.4. Conduct the Initial Flight Chief Training Workshop for all new enlisted accession (EA) and officer accession (OA) flight chief selectees. (Attendance is mandatory unless waived by the RCG commander and documented on an AF Form 623a, **On-The-Job Training Record Continuation Sheet**.) File the signed AF Form 623a under Tab 2 of the AF Form 623, **Individual Training Record**.

1.5. Conduct the Initial OA Recruiter Training Workshop for all new OA recruiter selectees. (Attendance is mandatory unless waived by the squadron commander and documented on an AF Form

623a.) File the signed AF Form 623a under Tab 2 of the AF Form 623.

1.6. Provide support to recruiting groups and squadrons as requested or directed.

2. HQ AFRS/RSM and HQ AFRS/PA. Coordinate and conduct marketing conferences for all squadron marketing sections at least once a year. Provide field training for marketing section NCOs as necessary or as requested by recruiting groups and squadrons.

3. Group Superintendent (RCG/CCU). Each group superintendent will:

3.1. Serve as primary consultant and mentor for squadron superintendents.

3.2. Identify experienced superintendents to conduct “shadow” training for newly designated squadron superintendents. **NOTE:** Unless waived in writing by the RCG commander, each new superintendent will spend a full work week with an experienced squadron superintendent prior to a permanent change of station (PCS) assignment.

3.3. Conduct a training visit with each new squadron superintendent within 90 days of his or her assignment.

3.4. Review all training-related requests for relief action (AETC Form 1374) and provide feedback to the squadron superintendent, as necessary.

4. Group Training Team (RCG/RST). Group training team personnel will:

4.1. Conduct and/or coordinate initial supplemental field training for all production program flight chiefs and squadron senior trainers within 90 days of their assignment. When approved by the group superintendent, flight chief supplemental field training may be conducted by a squadron senior trainer.

4.2. Conduct and/or coordinate initial supplemental field training for Military Entrance Processing Station (MEPS) liaison supervisors (MLS), recruiting squadron operations flight commanders and flight chiefs, recruiting squadron resource flight commander, OA flight commanders, and public affairs (PA) NCO within 90 days of their assignment by trained personnel from the recruiting group, another recruiting squadron, or HQ AFRS.

4.3. Coordinate and ensure newly assigned recruiting group OA and Recruiting Service support (RSS) flight commanders receive initial training within 90 days of assignment by trained personnel from another recruiting group or HQ AFRS.

4.4. Coordinate training for RSS flight personnel (according to Attachment 3), using trained personnel from another recruiting squadron, a recruiting group, or HQ AFRS.

4.5. Use the appropriate JQS as a training plan to conduct training. Ensure each critical task is demonstrated and spend the necessary field training time observing trainee performance as follows:

4.5.1. Prior to leaving the training site, complete a draft AF Form 623a. On the form, identify what was demonstrated and observed. Also make recommendations on areas needing training attention. Provide a copy of the form to the trainee, trainee’s supervisor, and squadron training team for the commander’s

and superintendent's reviews.

4.5.2. The group training team must ensure the final AF Form 623a is forwarded to the squadron training team within 30 days after completion of a training visit.

4.6. Monitor squadron training programs and provide the necessary support. Ensure quality and effective programs are in place and they address training needs.

4.7. Prepare an annual workshop schedule containing all recruiting group workshops, seminars, SAVs, and conferences and forward the schedule to HQ AFRS/RSOT. Coordinate the group schedule with the HQ AFRS/RSOT master schedule to eliminate conflicts in training requirements.

4.8. Schedule, coordinate, and conduct workshops and conferences as required or necessary to support the AFRS mission as follows:

4.8.1. Ensure personnel are scheduled for the earliest possible HQ AFRS and/or recruiting group workshop, as appropriate.

4.8.2. Schedule and coordinate attendance for all national-level workshops and conferences with HQ AFRS/RSOT (Attachment 2).

4.8.3. Schedule, coordinate, and conduct the follow-on flight chief workshop between each new flight chief's fourth and eighth month of training.

4.8.4. Schedule, coordinate, and conduct Professional Selling Skills (PSS) Applications with the EA refresher workshop for EA recruiters between their fourth and eighth month of training.

4.8.5. Schedule, coordinate, and conduct a PSS Applications workshop for all OA recruiters between their fourth and eighth month of training.

4.9. Review training-related relief actions for content and trends. Provide the group superintendent with an assessment of the training provided.

4.10. Review squadron training status reports for compliance with requirements.

4.11. Conduct SAVs and supplemental training at the discretion of the recruiting group commander.

5. Squadron Commander (RCS/CC). Each squadron commander will:

5.1. Appoint in writing individuals designated to act as certifying officials and task certifiers other than the superintendent.

5.2. Review recruiter training evaluations and relief packages as necessary.

5.3. Review and approve requests for training extensions in accordance with paragraph 13.3.

5.4. Ensure a training plan is in place for newly assigned PA NCOs (AFSC 3N0X1) within 30 days of assignment. Coordinate with the host-base public affairs office (PAO) to develop a training plan for

each PA NCO in upgrade training and ensure the training plan is followed.

6. Squadron Superintendent (RCS/CCU). Each squadron superintendent will:

6.1. Serve as primary trainer for production (EA and OA) flight chiefs and the squadron senior trainer. Other qualified task-certified trainers may be used to carry out training responsibilities for those nonproduction positions undergoing task certification training.

6.2. Select and appoint an experienced EA flight chief to conduct “shadow” training for each new EA flight chief. Within 45 days of assignment, the new flight chief will spend at least two full workdays with the “shadow” trainer. For new OA flight chiefs, the squadron superintendent will consult with the group superintendent to identify an OA flight chief to conduct “shadow” training.

6.3. Conduct a five-day training visit with new production flight chiefs within 45 days of the assignment. Training must focus on critical JQS tasks. **NOTE:** If the squadron superintendent is unavailable, the squadron senior trainer or operations flight chief may conduct the training. If both the squadron senior trainer and operations flight chief are unavailable, the squadron superintendent will coordinate with the group superintendent to have the initial training visit conducted by a previously certified flight chief. This does not relieve the superintendent of the responsibility of performing critical task training within the first 90 days of a production flight chief’s assignment.

6.4. Conduct training evaluations as required. Review and approve training adjustments for production recruiters.

6.5. Review production recruiter training evaluations. Review and approve training plans and modify them as necessary. Review requests for training extensions and make recommendations to the squadron commander.

6.6. Conduct certifications on EA and OA recruiters and flight chiefs. (**NOTE:** If the squadron superintendent is unavailable, the squadron senior trainer or operations flight chief may conduct the certification with the group superintendent’s approval.) All certifications must be documented on an AF Form 623a.

7. Squadron Training Team (RCS/RST):

7.1. The squadron senior trainer will manage the entire squadron training program. He or she will serve as primary trainer for all squadron training and marketing AFSC 8R000 NCOs and, with RCG/CCU approval, will help RCG/RST conduct field training of flight chiefs as necessary.

7.2. Squadron training team personnel will:

7.2.1. Ask for assistance (in writing) from the RCG/RST or HQ AFRS/RSOT as needed. Route requests for assistance through the squadron and group superintendent.

7.2.2. Monitor and track all squadron training programs and identify higher headquarters training requirements to RCG/RST. Personnel will suspense flight chiefs for monthly updates to training plans until closed and review updates for compliance with the training plan.

- 7.2.3. Advise the commander and superintendent of suspended training requirements.
- 7.2.4. Provide initial supplemental training to newly assigned EA and OA recruiters within 90 days of their training start date. (**NOTE:** If no OA certified trainer is assigned, the squadron superintendent may select a certified OA recruiter to conduct this training.) The initial supplemental training must be at least two full days and focus on critical JQS tasks.
- 7.2.5. Provide training on training program and training record management to all newly assigned supervisors within 60 days of their assignment.
- 7.2.6. Provide supplemental training to other AFSC 8R000s (as necessary or when requested).
- 7.2.7. Review training records annually for all squadron enlisted personnel not in training to ensure required training documentation (that is, training meetings and/or other supplemental training) is included.
- 7.2.8. Review training records not later than (NLT) 30 days after every mandatory training evaluation and prior to the certification evaluation to ensure required training documentation is included.
- 7.2.9. Suspend appropriate responsible agents for completion of required documentation and brief the squadron superintendent monthly on results.
- 7.2.10. Act as the liaison between the recruiting squadron and host base education and training section.
- 7.2.11. Prepare training status reports and submit them to RCG/RST to arrive NLT the third workday of each month.
- 7.2.12. Monitor the performance and progress of recruiter transition program (RTP) participants. (See Section F for further RTP information.)
- 7.2.13. Review recruiter training-related relief actions and provide an assessment of training to the squadron superintendent.
- 7.2.14. Review quarterly training meeting agendas to ensure a focus on quality training. Training should address squadron and higher headquarters emphasis issues and target unique flight production and/or training deficiencies. Use the sales performance tool kit (SPTK) during training meetings to reinforce PSS. Forward agendas to the superintendent for review and approval.
- 7.2.15. Initiate training records on newly assigned enlisted personnel.
- 7.2.16. Schedule required supplemental training in accordance with this instruction and as follows:
- 7.2.16.1. Ensure the operations flight chief provides training to production flight chiefs within 30 days of their training start date on goal allocation, zoning, incentive awards programs, market surveys, and operating instruction (OI) preparation.
- 7.2.16.2. Ensure the squadron marketing NCO (or authorized augmentee) provides initial marketing training to newly assigned EA recruiters within 120 days of their training start date. Also ensure the

squadron marketing NCO provides refresher training (as required by paragraph 9 or as requested) to other AFSC 8R000 personnel.

7.2.16.3. Ensure the appropriate support flight personnel conduct logistics, applicant travel training, and finance briefings to all production and MEPS AFSC 8R000 personnel during inprocessing.

7.2.16.4. Coordinate and monitor “shadow” training for EA and OA recruiters and production flight chiefs.

7.2.17. Review production performance evaluations as requested or necessary and analyze the evaluations to identify training needs and assist in the training process.

8. Supervisor. Each supervisor will:

8.1. Conduct and document an initial orientation within 30 days of the date assigned. Validate training of all assigned personnel within 60 days of the supervisor’s arrival. This evaluation will result in either acceptance or nonacceptance of each individual’s previous training. If an individual’s training is not accepted, decertify tasks as appropriate and establish a training plan tailored to meet the needs of the individual. Document the validation results and training plan (if needed) on the AF Form 623a and file them in Tab 2 of the AF Form 623. Training requirements must be sent to RCS/RST for review, and the superintendent must approve the training plan.

8.2. Serve as the primary trainer. However, there may be exceptions when a better training capability exists by assigning someone other than the immediate supervisor as the primary trainer. Exceptions will be reviewed by the squadron superintendent and approved by the commander, annotated on AF Form 623a, and filed under Tab 2 of the AF Form 623. For example, an MLS running a three-person MEPS may designate a MEPS NCO as the primary trainer for the other assigned MEPS NCOs, and the MLS may conduct the task certifications.

8.3. Conduct and document evaluations and task certifications according to the JQS and this instruction. Maintain the AF Form 623. To decertify a task, cross out or erase the certification date and certifier’s initials. On the AF Form 623a, annotate the specific tasks and subtasks decertified and a plan to retrain to proficiency. File the information in Tab 2 of the AF Form 623. All training for decertified tasks will be documented on the AF Form 623a and filed in Tab 3 of the AF Form 623.

8.4. Ensure all required supplemental training is provided for subordinates and is properly documented. Newly assigned EA or OA recruiters will receive a minimum of 5 full workdays of critical task training within the first 2 weeks of assignment from their flight chief (or someone selected by the squadron superintendent if no flight chief is assigned).

8.5. Meet all responsibilities of the RTP.

9. Squadron Marketing NCO. The squadron marketing NCO (AFSC 8R000) or designated augmentee will:

9.1. Provide 2 full workdays of in-field marketing training to new EA recruiters within 120 days of their training start date.

9.2. Conduct in-field marketing refresher training to newly assigned OA recruiters within 90 days of their training start date.

9.3. Conduct marketing orientation or refresher training for newly assigned production flight chiefs within 120 days of their assignment. The orientation or refresher training for flight chiefs may be conducted in-field or in-house and should be tailored to the needs of each individual.

10. MLS. The MLS will conduct MEPS training for 1 day within 60 days of the training start date for newly assigned EA recruiters. The MLS will conduct MEPS orientation for newly assigned OA recruiters and EA and OA flight chiefs within 60 days of their assignment. This training will be tailored to the needs of each individual and documented on his or her AF Form 623a.

Section B—Training Process

11. Overview. Initial training is defined as all training for recruiters placed in production duty positions (that is, EA and OA recruiters and EA and OA flight chiefs). The training period will normally last no more than 12 months. The supervisor will use the JQS and be responsible for certifying each task and conducting the training evaluations. The process is as follows:

11.1. Together, the JQS and AF Form 797, **Job Qualification Standard Continuation/Command JQS**, serve as the training plan for conducting training of each recruiting position (production and nonproduction).

11.2. JQS tasks are time phased according to the critical nature and mission impact each task carries. In time-phasing, the first number indicates the earliest a task may be closed; the second number indicates the time when the task must be rated satisfactory. For example, a task time phased as “(4-8)” means the earliest the task may be closed is the fourth month and a satisfactory level must be achieved by the eighth month. Tasks identified as critical tasks will have documented training within the first 60 days, regardless of the time phase of the task.

11.3. For production recruiters and flight chiefs, the primary trainer will concentrate on providing critical task training until the satisfactory level is reached according to the time phases in the JQS. **The trainee will initial the appropriate JQS task each time training is conducted on that task.** The primary trainer will initial and date the task when the satisfactory level is reached.

11.4. For AFSC 8R000 personnel in nonproduction positions (task certification training), the supervisor and/or primary trainer will ensure training and task certification are accomplished as per the appropriate JQS.

11.5. To decertify a task, simply cross out or erase the certification date and certifier’s initials on the JQS. On AF Form 623a, annotate specific tasks and subtasks decertified and a plan to retrain to proficiency; then file the documentation in Tab 2 of the AF Form 623. All training for decertified tasks will be documented on an AF Form 623a and filed in Tab 3 of AF Form 623.

11.6. Document and track required training evaluations, required supplemental training, and RTP activities on AF Form 1098, **Special Task Certification and Recurring Training**, and file them in Tab 1 of AF Form 623. All supplemental training (training conducted by someone other than the primary trainer) will be documented on AF Form 623a and filed under Tab 3 of AF Form 623.

Section C—Certifications

12. Initial Training Certification:

12.1. The squadron superintendent will normally conduct the certification; however, the squadron senior trainer or operations flight chief may conduct the certification with group superintendent approval. Certification evaluation will be conducted on all production recruiters in training within 45 days after recommendation by the flight chief and/or primary trainer. Individuals may be certified any time after the eight month training evaluation. **NOTE:** All certifications must be documented on an AF Form 623a.

12.2. If the superintendent or designated certifying official does not concur with the recommendation and/or does not certify the recruiter, the reasons will be documented on AF Form 623a. Initiate a training plan identifying areas of concern and a plan to fix them. If the training plan was created by someone other than the superintendent, the superintendent must approve the plan. File this AF Form 623a in Tab 2 of the AF Form 623.

13. Task Certification. MEPS, operations, training, and marketing AFSC 8R000 personnel are considered to be in task certification training. This certification will be conducted by a designated individual certified in the task being evaluated (other than the primary trainer) or by the superintendent or senior trainer. The task certification training process may come to a close any time after completion of the 6th month and must be closed by the 12th month of training. The tasks must be performed at the satisfactory level prior to certification.

Section D—Exceptions to Training

14. General. Under unusual circumstances, squadron superintendents may request an AFSC 8R000 individual be exempted from attending a higher headquarters workshop. The RCG commander is the approval/disapproval authority.

15. Adjustments in Training. An adjustment will be used when either the primary trainer or the trainee is unavailable for training for periods totaling 30 consecutive days or more. Adjust training for whatever period the primary trainer and/or trainee is unavailable. Flight chiefs (or person appointed by the superintendent if no flight chief is assigned) will request adjustments in writing from the superintendent through the RCS/RST. The superintendent is the approval authority for all training adjustments. Document approval on AF Form 623a and file it in Tab 2 of AF Form 623.

16. Extensions in Training. For EA recruiters, the flight chief may request a 90-day training extension as a result of an unsatisfactory 12-month training evaluation or failure to be certified. The RCS commander is the approval authority for this extension. Not counting adjustments in training, the total time in training will normally not exceed 15 months. However, under unusual circumstances, extensions beyond 15 months may be requested. These requests will be forwarded to the RCG commander for approval. The 15-month evaluation and training plan must accompany the request and arrive at RCG/RST NLT 30 days after the evaluation.

Section E—Training Administration

17. Training Plans. The JQS or AF Form 797 will serve as the basic training plan.

18. Use of AF Form 623 or 623b, Individual Training Record. The AF Form 623 or 623b (optional) will be set up as follows:

18.1. Section 1—AF Form 1098, CJQS, and AF Form 797.

18.2. Section 2—Adjustments, extensions, evaluations, orientations, corrective training plans, and any miscellaneous training related memos.

18.3. Section 3—Training documentation.

18.4. Section 4—Career specialty training standard (STS) or JQS and career brief to include documentation from the previous AFSC. **NOTE:** Squadron training team personnel may remove documentation from Tabs 2 and 3 pertaining to previously certified recruiting positions. File this documentation in Section 4. DO NOT remove previous JQs.

19. Training Evaluations:

19.1. Squadron training team personnel will review training records NLT 30 days after every mandatory training evaluation and NLT 15 days after a recommendation for certification or 15-month evaluation. This will ensure the required training documentation is included and a timely review is completed by the squadron superintendent.

19.2. Training evaluations are mandatory for EA and OA recruiters and EA and OA flight chiefs as follows: (**NOTE:** In unusual circumstances, group commanders may grant an additional 30 days to any training evaluation. This 30-day extension will be documented on AF Form 623a and filed in Tab 2 of AF Form 623.)

19.2.1. Four-month evaluations will be conducted no earlier than (NET) 120 days but NLT 150 days after the training start date.

19.2.2. Eight-month evaluations will be conducted NET 240 days but NLT 270 days after the training start date.

19.2.3. Twelve-month evaluations (if required) will be conducted NET 365 days but NLT 395 days after the training start date.

19.2.4. Fifteen-month evaluations (if required) will be conducted NET 455 days but NLT 485 days after the training start date.

19.3. Each task will be evaluated using the following proficiency levels: 1) satisfactory—this level indicates the recruiter can do all parts of the task, needs only a spot check to complete work, and meets local demands for speed and accuracy while meeting production requirements; 2) unsatisfactory—this level means the trainee is unable to do simple parts of the task and needs to be shown how to do most of the task. Trainees will demonstrate each task and then observe trainee performance until the satisfactory level is reached, as follows:

19.3.1. Any critical task on the JQS rated unsatisfactory will result in the entire evaluation rated unsatisfactory. The evaluator must adhere to time phases identified for each task. He or she will ensure

the supervisor has properly identified the training deficiencies and prepared an effective training plan to correct these deficiencies. The squadron superintendent must approve all training plans.

19.3.2. For unsatisfactory training evaluations, a plan to correct identified deficiencies will be prepared by the supervisor and approved by the superintendent. (**NOTE:** The recruiter's AF Form 623, evaluation, and training plan will be forwarded to RCS/RST NLT 10 days after the evaluation date.) Training will be concentrated on the deficient tasks until the satisfactory level is reached. All training conducted as a result of an unsatisfactory training evaluation will be documented on AF Form 623a, which will be routed through RCS/RST and the squadron superintendent and filed under Tab 3 of AF Form 623.

19.3.3. If an EA recruiter's cumulative NET reservation production while in training (training start date) is less than 100 percent, the flight chief will justify and the superintendent will review any training evaluation rated satisfactory.

19.3.4. Training evaluations for recruiters will be documented on an overprinted AF Form 623a provided by HQ AFRS/RSOT. The RCS/RST will place these forms in the training record (Tab 2) at the beginning of the training process. Supervisors should document task closure from the JQS onto the appropriate training evaluation AF Form 623a as training progresses instead of attempting to evaluate all required tasks at one time. Training evaluations for other production positions will be documented on AF Form 623a and filed in Tab 2 of the AF Form 623.

20. Quarterly Training Meetings:

20.1. These are formal training meetings held by production flights to provide training on PSS and identified deficiencies, motivate recruiters, and instill esprit de corps. The SPTK must be used during training meetings to reinforce PSS. Forward agendas through RCS/RST for the superintendent to review and approve. Joint meetings between flights are highly encouraged.

20.2. These meetings are mandatory. An agenda will be prepared by the flight chief, reviewed by the squadron training team and superintendent, and signed as approved or disapproved by the commander. The total length of training will be at least one-half of the total number of normal duty hours devoted to the meeting. Recruiting groups may conduct training meetings as deemed necessary by the recruiting group commander.

20.3. When possible, a representative from the squadron training team will attend each flight training meeting. Other recruiting squadron and group representatives are encouraged to attend to provide different perspectives on issues and training concepts. Training provided during these meetings will be documented on AF Form 623a. **NOTE:** One all-inclusive AF Form 623a may be used for all training conducted.

21. Annual Training Meetings. These meetings are a mandatory portion of the recruiting squadron's annual training conference. The total length of training will be no less than one-half of the total number of normal duty hours devoted to the conference. Training provided during these meetings will be documented on an AF Form 623a. **NOTE:** One all-inclusive AF Form 623a may be used for all training conducted.

Section F—Recruiter Transition Program (RTP)

22. Overview. The RTP is a comprehensive program designed to substantially improve the initial training process. The desired outcome of the RTP is improved performance for recruiters during their initial assignment and reduced recruiter relief actions. This program follows the theme of “*recruiting as a way of life*,” a fundamental principle to success. Its objective is proactive communication between recruiting squadrons and Air Force Recruiting School students.

23. Responsibilities:

23.1. The Air Force Recruiting School will have each student complete a personal biography immediately upon arrival. The biography will be faxed or e-mailed to the group Recruiting Service support personnel (RSSP), who will, in turn, forward it to the appropriate squadron RSSP. The squadron RSSP will ensure the commander, superintendent, first sergeant, gaining flight chief, and sponsor receive a copy immediately.

23.2. The recruiting squadron commander will send a welcome memorandum to inform, encourage, and motivate each new recruiter. (See Attachment 4 for a sample of this memorandum.) The commander will also ensure a sponsor package is mailed to each inbound recruiter in recruiting school. This must be more than a routine sponsorship program; it must be tailored to the unique needs of the new recruiter.

24. Production Transition:

24.1. The objective of production transition is to provide a transition period for new recruiters to learn the basics of recruiting while adjusting to a new environment. The primary *objective* is quality training and the primary *benefit* is the assurance that new recruiters will begin on the right foot and be better prepared to make goal. Other expected benefits include improvement of initial training, focus on quality versus speed, and fewer training-related and stress-related relief actions.

24.2. Production transition begins when the new recruiter signs into the squadron. Each new recruiter will be entered into initial training. During this transition period, all supplemental training (marketing, MEPS, administration, etc.) will be conducted if possible.

24.3. Within the first 2 weeks of the new recruiter’s assignment, the flight chief (or someone selected by the squadron superintendent if no flight chief is assigned) will spend at least 5 full workdays with the new recruiter, providing critical task training. This training will translate the fundamentals taught in recruiting school, demonstrating their application in the recruiter’s unique zone. Realistic expectations will be levied and weekly feedback will be provided.

24.4. New recruiters will “shadow” successful recruiters within the flight or squadron. Flight chiefs must ensure these sessions are productive via school visits, center of influence events, sales presentations, Delayed Enlistment Program (DEP) commander’s calls, etc.

25. Methodology:

25.1. New recruiters will not be goaled for the calendar month of the date assigned station (DAS), regardless of the date. The first full calendar month, they will be given a goal of zero; the second full calendar month, they will be given a goal of two; and the third full calendar month, they will begin

receiving a goal according to the flight goaling operating instruction (OI). These goals will be closely monitored by each RCS/RST and reported to RCG/RST. The RTP will end at the end of the second full calendar month after arrival.

25.2. Critical task training will be provided via demonstration and performance and will be documented on the CJQS. Commanders and superintendents must ensure specific, realistic, measurable, and attainable expectations are levied.

25.3. As a minimum, the training listed in Table 1 will be documented on the AF Form 1098 and filed under Tab 1 of the recruiter's AF Form 623. This training will be documented on AF Form 623a and filed under Tab 3 of the AF Form 623.

25.4. Squadron commanders and superintendents will closely monitor activity levels throughout the transition period. The superintendent will visit each new recruiter within the first 120 days of DAS to validate his or her progress.

Table 1. Required or Supplemental Training.

I T E M	A	B
	Title	Due Date (From Training Start Date)
1	Logistics	During inprocessing
2	Finance	
3	National Voter Registration Act (NVRA)	During inprocessing (or NLT 30 days)
4	Recruiter Assistance Program (RAP)	
5	Computer Systems (Systems Administrator)	
6	Supervisor's Initial Orientation	NLT 30 days
7	Recruiter Two-Day "Shadow" Training (EA and OA)	
8	New Recruiter Five-Day Critical Task Training	First 2 weeks
9	MEPS	NLT 60 days
10	Flight Administration Training (Flt Sec or IM)	
11	RST In-Field Training	NLT 90 days
12	Marketing Training	NLT 120 days
13	Superintendent Validation (see paragraph 25.4)	
14	PSS Applications (see paragraphs 4.8.4 and 4.8.5)	Between the 4th and 8th month
15	Mini-Jet Training	NLT 365 days

26. Reports. RCSs will report the following information via monthly training status reports: #recruiters authorized/#recruiters assigned/#recruiters in training/#recruiters in RTP (EA only).

27. Reservations. All NET reservations produced by recruiters during the RTP will count toward total flight and recruiter production. The competition period for the award of Top Rookie Recruiter and the Senior Recruiter Badge will be the first 12 months on goal. All production during RTP will apply for this competition.

Section G—Administrative Information

28. Forms Adopted. AF Forms 623, 623a, 623b, 797, and 1098 and AETC Form 1374.

EDWARD A. RICE, JR., Brigadier General, USAF
Commander

Attachment 1

GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION

References

AFPD 36-22, *Military Training*
 AFI 35-2201, *Developing, Managing, and Conducting Training*
 AFMAN 37-139, *Records Disposition Schedule* (will become AFMAN 33-322, Volume 4)
 AETCI 36-2804, *Air Force Recruiting Service Incentive Awards Program* (will become AFRSI 36-28XX)
 AETCI 90-201, *AFRS Squadron Inspection Program (SIP) and Staff Assistance Visit (SAV) Program* (will become AFRSI 90-2XX)

Abbreviations and Acronyms

CCU—superintendent
 CJQS—command job qualification standard
 DAS—date assigned station
 EA—enlisted accessions
 HP—health professions
 JQS—job qualification standard
 MEPS—military entrance processing station
 MLS—MEPS liaison supervisor
 NET—not earlier than
 NLT—not later than
 OA—officer accessions
 PA—public affairs
 PSC—professional sales coaching
 PSS—Professional Selling Skills
 RIC—recruiting identification code
 RSO—Recruiting Service orations
 RSSI—Recruiting Service support information management
 RSSP—Recruiting Service support personnel
 RSS—Recruiting Service support
 RSSS—Recruiting Service support system administrator
 RST—Recruiting Service Training Branch
 RTP—Recruiter Transition Program
 SAV—staff assistance visit
 SIP—squadron inspection program
 SPTK—sales performance tool kit

Terms

Critical task—Those tasks essential to a production recruiter's success. Refer to applicable JQS.

Date assigned station (DAS)—The date the recruiter signs into the squadron.

Initial training—All training for recruiters placed in production duty positions (that is, EA and OA recruiters and EA and OA flight chief positions).

Job qualification standard (JQS) and AF Form 797, Job Qualification Standard Continuation/Command JQS—These documents serve as the training plan for conducting the training of each recruiting position (production and nonproduction).

Production supervisor—All production flight chiefs and superintendents.

Recruiter Transition Program (RTP)—A comprehensive program designed to improve the initial training process. (Quality training is the program's main objective.)

Supplemental training—Training provided by someone other than the primary trainer.

Task certification training—Training for recruiters placed in nonproduction duty positions (MEPS, operations, marketing, and squadron training).

Training needs assessment—Initial evaluation of the skills and knowledge of each recruiter (whether in training or certified) assigned to a flight or section to be conducted by newly assigned supervisors within 60 days of DAS.

Training start date—The DAS (PCS involved) or date assigned duty position (no PCS involved). This is the same date entered in the Military Personnel Data System (MilPDS).

Attachment 2

HQ AFRS-SPONSORED WORKSHOPS AND CONFERENCES

A2.1. Objective. The objective of HQ AFRS-sponsored workshops and conferences is to provide training, guidance, and/or orientation to AFRS personnel. As a minimum, the workshops will be attended by new personnel assigned to AFRS positions. **NOTE:** TDY funding for attendance at these workshops and conferences is the responsibility of the unit the member is assigned to at the time of attendance.

A2.2. HQ AFRS/RSOT Responsibilities. HQ AFRS/RSOT will:

A2.2.1. Conduct the following workshops:

A2.2.1.1. An orientation workshop for new squadron commanders.

A2.2.1.2. An orientation workshop for new superintendents.

A2.2.1.3. An orientation workshop for new squadron officers.

A2.2.1.4. A workshop for operations flight chiefs.

A2.2.1.5. A MEPS workshop.

A2.2.1.6. An initial workshop for EA or OA flight chiefs.

A2.2.1.7. An initial workshop for OA recruiters.

A2.2.2. Host an annual trainer conference for all recruiting squadron and groups trainers. This conference will provide the latest training guidance and coordinate development of command-wide training and evaluation aids to avoid duplication.

A2.2.3. Schedule a 2-day Squadron Annual Training Conference planning meeting each July or August for recruiting squadron project officers (one per squadron) and operations NCOs (one per squadron). This meeting will provide the latest guidance for the Squadron Annual Training Conference, to include plans review, lessons learned, and reinforcement of AFRS policies.

A2.3. Workshops Attendance. The following indicates the workshops to be conducted and the titles of the attendees who must attend:

A2.3.1. Squadron commanders will attend an orientation workshop for new squadron commanders.

A2.3.2. Squadron superintendents will attend an orientation workshop for new superintendents.

A2.3.3. Newly assigned squadron and group flight commanders (RSS, RSO, RSC) will attend a workshop for new officers assigned to AFRS.

A2.3.4. Newly selected or assigned operations flight chiefs will attend a workshop for operations flight

chiefs.

A2.3.5. Newly selected or assigned MEPS liaison NCOs and MLSs will attend a MEPS workshop.

A2.3.6. Newly selected or assigned EA and OA flight chiefs will attend the Initial Flight Chief Workshop. Every effort should be made to ensure newly selected EA or OA flight chiefs attend this workshop prior to assuming flight chief duties.

A2.3.7. Newly selected or assigned OA recruiters will attend the Initial OA Recruiter Workshop. Every effort should be made to ensure newly selected OA recruiters attend this workshop prior to assuming OA recruiter duties.

Attachment 3**TRAINING FOR RECRUITING SERVICE SUPPORT (RSS) FLIGHT PERSONNEL**

A3.1. Objective. The objective of this training is to provide regulatory guidance to ensure timely, quality training for newly assigned RSS personnel, including information management, systems administration, finance, logistics, and personnel NCOs.

A3.2. HQ AFRS Responsibilities. The appropriate HQ AFRS division or branch will provide and oversee training as outlined in this attachment.

A3.3. Group Responsibilities. RCG/RST will coordinate and track training to ensure compliance with this instruction. The appropriate group functional area will provide training as outlined in this attachment.

A3.4. Squadron Responsibilities. RCS/RST will ensure the appropriate AF Form 797 is included in the AF Form 623 for all newly assigned RSS flight enlisted personnel (non-AFSC 8R000).

A3.5. Information Managers:

A3.5.1. HQ AFRS/RSI or an appointee from an RCG/RSSI will provide onsite training to newly assigned group information management NCOs within 60 days of inprocessing.

A3.5.2. RCG/RSSI or an appointee from an RCS/RSSI will provide onsite training to newly assigned squadron information managers within 60 days of inprocessing.

A3.5.3. The group or squadron support flight commander, as appropriate, will certify training was accomplished within 90 days of unit inprocessing.

A3.5.4. All information managers will complete the mandatory training requirements as determined by HQ AFRS/RSI.

A3.6. Financial Management NCO. HQ AFRS/RSXF will provide onsite training to newly assigned squadron finance NCOs within 60 days of unit inprocessing. The group or squadron support flight commander, as appropriate, will certify training within 90 days of unit inprocessing.

A3.7. Logistics Management NCOs:

A3.7.1. HQ AFRS/RSXL or an appointee from an RCG/RSSL will provide onsite training to newly assigned group logistics NCOs within 60 days of inprocessing.

A3.7.2. RCG/RSSL or an appointee from an RCS/RSSL will provide onsite training to newly assigned squadron logistics NCOs within 60 days of inprocessing.

A3.7.3. The group or squadron support flight commander, as appropriate, will certify training within 90 days of inprocessing.

A3.8. Personnel NCOs (RSSP):

A3.8.1. HQ AFRS/RSXP or an appointee from an RCG/RSSP will provide onsite training to newly assigned group personnel NCOs within 60 days of inprocessing.

A3.8.2. RCG/RSSP or an appointee from an RCS/RSSP will provide onsite training to newly assigned squadron personnel NCOs within 60 days of inprocessing.

A3.8.3. The group or squadron support flight commander, as appropriate, will certify training within 90 days of inprocessing.

A3.9. Systems Administrators (RSSS):

A3.9.1. Each newly assigned group systems administrator will “shadow” another group systems administrator at his or her location within 60 days of inprocessing. In addition, each group systems administrator will attend the AFRS System Administrator Orientation at HQ AFRS within 90 days of inprocessing.

A3.9.2. RCG/RSSS or an appointee from an RCS/RSSS will provide onsite training to newly assigned squadron systems administrator within 60 days of inprocessing. In addition, each squadron systems administrator will attend the AFRS System Administrators Orientation at HQ AFRS within 90 days of inprocessing.

A3.9.3. The group and squadron support flight commander, as appropriate, will certify training within 90 days of inprocessing.

A3.9.4. All group and squadron system administrators will complete the mandatory training requirements as determined by HQ AFRS/RSI.

A3.10. Providing Onsite Training. In two-person-deep group positions, the appropriate HQ AFRS division or branch OPR will determine if in-place NCOs have sufficient knowledge and experience to provide onsite training. In two-person-deep squadron positions, the RCG/RSS will determine if in-place NCOs have sufficient knowledge and experience to provide onsite training.

Attachment 4

SAMPLE RECRUITING SQUADRON RTP WELCOME MEMORANDUM

(Date)

MEMORANDUM FOR (GRADE/NAME)

FROM: XXX RCS Commander
Street
City State ZIP

SUBJECT: Welcome to the XXX Recruiting Squadron!

1. Congratulations on your upcoming assignment to Recruiting and welcome to the XXX RCS! We are looking forward to adding you to our team of professionals. Even as you're beginning to appreciate Recruiting's challenges and rewards, we understand you may have some questions. In the XXX RCS, we want to ensure you get the information needed to make your upcoming transition as smooth as possible.

2. We do not wish to intrude on your studies, but we definitely want to make ourselves available should you have any questions, or just want some advance information on what to expect. Toward that end, your sponsor is _____, DSN__ - ____. His/Her job is to find information, help solve problems, meet you when you arrive, and make it easier for you to in-process and get settled. Please keep him/her advised of your plans and relocation needs. Additionally, here is some contact data we encourage you to use at your convenience:

Sponsor: _____, Phone: _____, e-mail: _____
Flight Chief: _____, Phone: _____, e-mail: _____
First Sergeant: _____, Phone: _____, e-mail: _____
Superintendent: _____, Phone: _____, e-mail: _____
Commander: _____, Phone: _____, e-mail: _____

3. Up to 8 days of permissive leave is authorized for house-hunting, and it begins after you sign into the squadron. If you take permissive leave for house-hunting prior to signing in, it counts as regular leave. If, after graduating from recruiting school, you decide to make an advance trip to the area for house-hunting, you can take up to 10 days. However, you will have to return to your current unit before being released from the base. Be sure to check with the base housing office or applicable point of contact before you sign a housing contract. This is an Air Force requirement.

4. You will be able to get some things done before you sign in, but certain items such as travel pay can only be done afterward. I encourage you to sign in as soon as possible. Remember, your sponsor and flight chief are here to help you through the first few weeks--be sure to use them.

5. Once you're on board, we have a number of programs to help acclimate you and your family (if applicable). These include programs such as Lifeworks, a 24-hour toll-free calling system to get immediate information and help; Tricare Prime Remote; and other helpful squadron programs.

6. Again, welcome! I invite you to contact me directly if there is anything I can do to make your move better. I'm at DSN ___-_____, Comm (____) ___-_____.

XXXXXX X. XXXXX, Grade, USAF
Commander